



**THE JOINT STAFF
WASHINGTON, DC**

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24 Apr 07

**MEMORANDUM FOR Enlisted Military Education Review Council (EMERC)
Working Group Members**

1. Attached, please find a "draft" of the minutes from our 12 April 07 meeting at Joint Forces Staff College. We have tried to capture the significant points and actions. Please review and provide comment no later than 1 May 07. It is our intention to post them on the website next week.
2. Our primary point of contact is Mr. Jim Rosenthal, J-7/JEB 703 695-6021, James.Rosenthal@js.pentagon.mil.
3. Again, thank you for your participation and contributions to Enlisted Joint Professional Military Education.

A handwritten signature in black ink, appearing to read "Lawrence B. Smith", with a long horizontal line extending to the right.

Lawrence B. Smith
COL, USA
J-7/JEB Chief

Minutes of the Enlisted Military Review Council (EMERC) Working Group
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Attendees: See enclosure (1)

Principles:

COL Larry Smith, JS/J7-7 Chairman
SGM Thomas McMurtrie, SEAC Office
Mr. John Lipps, National Defense University/JFSC
SGM Thomas Curran, USJFCOM
SGM Bert Vaughan, HQDA G3 (Representing TRADOC)
CMDMCM Jim Ford, SEA (Representing NETC)
MGySgt Frank Castillo, MCU (MCCDC)
CMSgt Don Schroeder, AETC

Agenda: See enclosure (2)

MG Bagby Remarks. The meeting opened with remarks from MG Bagby, Commandant Joint Forces Staff College. His remarks generated enthusiasm in the audience for the EJPME Program. He was asked one question from COL Smith on how he felt about Senior Enlisted (E9s) being granted quotas to attend JCWS. MG Bagby thought it was an idea worth exploring as did a consensus around the room.

Action: The subject will be explored by the Joint Staff working through the SESC, J7-JEB, and JFSC. OPR - Joint Staff (SEAC Office) working through the SESC. Support: J-7JEB and JFSC.

COL Smith Remarks. COL Smith introduced his relief COL Cynthia Coates. He thanked many for their support of the EJPME program. COL Smith was part of the initiative to get the Program off the ground. Mr. Dan Goodman (JFSC) was recognized by COL Smith for his significant contributions to the initial SEJPME Course curriculum. CSM Balch (CSM USSOUTHCOM) thanked COL Smith for his role in EJPME.

- COL Smith's comments included necessity for patience and carefulness as EJPME evolves.

- Discussion briefly focused on need for a joint enlisted Battle-Staff Trainer Course for Enlisted personnel similar to USASMA Battle Staff Non-commissioned Officers Course (BSNCOC). CSM Wood (CSM USNORTHCOM) and CSM Balch thought a Battle-staff trainer program was "critical".

Action: Explore options for a joint enlisted BSC. OPR: USJFCOM; Support – JFSC.

-COL Smith handed out the DOD Report to Congress on "The Assessment of and Initiatives to Improve Senior Non-Commissioned Officer Performance in Joint Matters"

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enclosure (3). COL Smith reviewed portions of the report. Discussion then centered on advantages/disadvantages of putting EJPME into legislation with congressional

support/oversight. General consensus was that Title 10 was not required at this time. Professor Spain (CNW) opined that the EPMEP may need stronger language in order to compel implementation.

Action: None.

SERVICE BRIEFS

Mr. Stevens - Army Report on EJPME

- Army re-structuring career EJPME. E-7 method of instruction still not decided.
- New focus is "structured self-development". No conclusive answers to question on tracking and monitoring. Army is at "crawl" stage. No final decisions.
- Like the Navy, the Army is looking to leverage Officer JPME.
- Level IV course cost about \$20K an hour to develop. Army short on funds.
- Discussion ensued on how to leveraging existing resources:

*CSM Wood: Commonality of the problems confronting everyone in Theater (s) should result in the ability to leverage training and education. This is a mission of the JECC.

*COL Smith: There should be little to no development costs. Share existing Programs where possible. Take full advantage of SEJPME course already available online.

*Mr. Lipps: Need to "market" EJPME, the EPMEP process, and an EJPME curriculum repository.

Professor Spain - Navy Report on EJPME

- Integrated Enlisted/Officer Program.
- Joint Education emphasis begins with the Senior Enlisted and works it way down.
- Select E9s going to the War College.
- Distance Learning via NKO is a 5 year process.
- Need to develop a feedback mechanism from COCOMs on Program's success.
- EMERC WG to take a look at outcomes.
- No direct linkage between NKO and AKO.
- COL Smith asked if the Navy was going to a competency based force. Prof Spain: Navy is struggling with concepts but that is the way it is going.
- Navy gaps in Senior EPME are JOPES and PPBES.
- EPMEP needs to maintain a steady state if the Navy is to meet current costs and objectives.
- Caution: Be careful about the difference between training and education "teaching people to think better".

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Action: None.

MGySgt Castillo - USMC Report

- Huge effort underway to update EPME/EJPME
- Money and manpower on its way.
- USMC effort begins with the E3 and works its way up. New E3 Marine Corps Institute Course mandatory for promotion.
- Questions focused on accrediting curriculum and certifying instructors.-Assessment mechanisms currently lacking because of program infancy.

Action: None.

SMsgt Cowen - USAF Report

- EJPME for AF is primarily all in residence; DL is utilized by Guard/Reserve.
- AF well underway in meeting EPMEP requirements.
- Surveys are being conducted post graduation to measure effectiveness.
- All curriculums centrally developed and distributed.
- No exchange between officer and enlisted programs.
- Chief Schroeder mentioned that several schools closing but the required throughput remains constant.
- Maj Heppner (USMC): In reference to SCORM. Purpose is to reuse content and that it is not necessary to make a blue program green and green blue etc.
- Discussion of Faculty exchange. No mandate to do so but Air Force does make significant efforts to do so.

Action: None.

MCPO LaCumsky - USCG

- Revised EPME program 3 years old.
- EJPME in the process of being captured in DL course
- Certain JLAs/JLOs taught in residence at Boot Camp to Command Master Chief.
- New Leadership course is requirement for advancement to E6
- Competency based system implemented
- No dedicated funds for EJPME

Action: None.

Mr. Lipps - SEJPME Course

- JFSC controls and maintains the SE JPME Course.
- Currently no tracking/reporting to Services of student completion. A revised student registration and data reporting ability in development.

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- Updated course (version 2) will be released and accessible by the end of May 07. No changes to course content.
- In the near future, all students will access the course via JFSC. Existing links to the course will be routed to JFSC. This allows JFSC to incorporate registrar functions and better tracking of student completion.
- Updates include a required student feedback mechanism and on-line completion certificate.
- Proposed moving Service specific course content (modules) to an electronic performance support system (EPSS) for just-in-time user reference rather than one-time testable material. WG agreed to explore this idea and include it in an EPMEP revision beginning in October 07.
- SEJPME Course completion as a pre-requisite for Keystone Course is a repeat topic from the last EMERC. The plan is to develop a timeline to "phase-in" the requirement and is part of the current modifications to the course.

Action (s). Continue to work through JECC and Joint Staff JEB for a proposal to the EMERC (scheduled to meet Aug 07) to modify course content, feed-back mechanisms, and update mechanisms that includes agreement by the Services to keep Service specific content current. This process can be either a revision to the EPMEP that specifically identifies JECC Service members to coordinate Service specific changes or separate MOUs with each Service. Additionally delineate the timetable for making the SEJPME Course a pre-requisite to the Keystone Course. OPR: lead – JFSC; support JS-J7 JEB.

Dr. Pisel - DLCC Brief: Dr. Pisel provided an overview of the DLCC program. Discussion centered on how Enlisted JPME should participate (DLCC membership or invitees?). Consensus was that Enlisted representation should continue on an invitee basis. Coordination for Enlisted representation rests with J7-JEB working through JFSC DLCC and the JECC.

Action: J7-JEB will work with DLCC and the JECC Service reps to ensure appropriate Enlisted participation at the next DLCC.

Mr. Lipps - Joint Education Curriculum Committee (JECC). Mr. Lipps out-briefed the results of the first JECC meeting that occurred on 10 and 11 April 07. Consensus was reached on the following at the EMERC WG.

- The JECC is required.
- JECC is composed of curriculum designers not policy makers.
- Each Service will determine who should attend the JECC.
- Mission of the JECC is to "share" information and determine more efficient and effective ways to develop and distribute course content for both resident and non-resident EPME. This includes SCORM, EPSS, and participation in the DLCC.
- The JECC will meet as required but not less than annually.
- The current Chair for the JECC is JFSC SEJPME Program Mgr.

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-JECC establishment requires a "change" to the EPMEP in order to establish it as a standing sub-committee under the EMERC WG.

Action: J7-JEB will coordinate with JFSC to make the proposal for EPMEP changes to include the JECC during the next meeting of the EMERC for decision. OPR: lead – JS-J7 JEB; support JFSC.

Mr. Hoover - JKDDC Brief. Mr. Hoover delivered a detailed brief on the capabilities of the JKDDC portal which generated a lot of questions. The lack of compatibility with NKO and Marine-online resulted in some concern about its DKO abilities to serve across all Services.

Action. None. Information only.

COL Smith - Open Discussion.

-**Senior Enlisted Billet in the J7.** Consensus was that this remains a requirement. There is much difficulty in getting a Service to "volunteer" to release a billet and there is no growth allowed in the JS T/O. Options considered were "dual-hatting" an existing Service billet or finding an E9 to fill a requirement existing at NDU which has no senior enlisted advisor for the NDU President. SGM McMurtrie emphasized the importance that SEAC SGM Gainey places on Enlisted JPME and that it will be a topic of discussion at the next SEAC conference in Sep.

Action: Continue to work the Senior Enlisted Billet issue. OPR: lead – SGM McMurtrie; support JS-J7 JEB.

-**Language and Culture.** COL Smith confident that the Services are addressing language and culture. Prof Spain stated that language is not a PME issue.

Action. None.

-**Triennial Reports.** Two of four Services did not submit Triennial Reports. Report format is found in EPMEP and is similar to the Officer's reporting requirements in the OPMEP. Tied to the discussion was identifying efforts at faculty exchange which should be included in the next reporting requirement. OPR: lead – JS-J7 JEB; support – all.

Actions

* The Army and Marine Corps will submit reports to J7-JEB (Jim Rosenthal) no later than 15 July. Reports should contain data on amount of faculty exchange.

*The Navy and Air Force will endorse the existing report no later than 15 July and include data on faculty exchange.

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*J7-JEB will review reporting requirements/format and, if necessary, submit to the EMERC a proposal for revision to the EPMEP.

COL Smith closed the EMERC WG meeting and thanked everyone for their efforts. The EMERC will meet in August (at the Pentagon?). The next EMERC WG will take place in Oct/Nov. The J7-JEB will explore the possibility of the USMC hosting at Quantico.

Enclosures:

(1) Attendee Roster

(2) EMERC WG Agenda

(3) House Armed Service Committee - "Assessment of and Initiatives to Improve the Senior Noncommissioned Officer Performance in Joint Manners

(4) Summary of Actions

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Summary of Actions:

1. Enlisted student seats at JCWS. The subject will be explored by both the Joint Staff working thru the SGM and J-7/JEB and JFSC.
2. Options for a Battle Staff Course/Trainer. USJFCOM (Lead) will work with JFSC to explore options for a Battle Staff Course.
3. SEJPME Course. JFSC will continue to work through JECC and Joint Staff JEB for a proposal to the EMERC (scheduled to meet Aug 07) to modify course content and includes agreement by the Services to keep Service specific content current. This process can be either a revision to the EPMEP that specifically identifies JECC Service members to coordinate Service specific changes or separate MOUs with each Service. Additionally delineate the timetable for making SEJPME a pre-requisite to the Keystone Course. JFSC SEJPME program manager with assistance from the J7-JEB will coordinate this effort. Suspense 31 July.
4. DLCC participation. J7-JEB will work with DLCC and the JECC to ensure appropriate Enlisted participation at the next DLCC.
5. JECC: J7-JEB will coordinate with JFSC to make the proposal for EPMEP changes to include JECC description during the next meeting of the EMERC for decision. Suspense 31 July.
6. Senior Enlisted Billet in JEB. SGM McMurtrie will continue to pursue options.
7. Triennial Reports: Services that have not submitted reports will send them to J7-JEB (Jim Rosenthal) no later than 15 July. Reports should contain data on faculty exchange.

*Services that did submit the report will endorse the existing report no later than 15 July and include data on faculty exchange.

*J7-JEB will review reporting requirements/format and, if necessary, submit to the EMERC a proposal for revision to the EPMEP.